

**SENIOR SERVICE COLLEGE**  
**COLLEGE/FELLOWSHIP INFORMATION**

**AY 2005-2006**

The information provided in this handout is intended to provide you a brief description and pertinent facts regarding each Senior Service College and Fellowship offered during Academic Year 2005-06. This information will assist you in determining your preferences for schooling. The final decision as to where you will be slated will be determined by the HRC Slating Committee, with final approval by the CG, HRC. Your desires, qualifications and the Army's requirements will be evaluated in determining individual slating to provide the assignment officer and the career division with a recommended slate for the Slate Committee review. This year we expect the slate results to be announced, via message, February 2005.

**SENIOR SERVICE COLLEGES**

**1. ARMY WAR COLLEGE: (169 seats)**

- a. LOCATION: Carlisle Barracks, Pennsylvania
- b. KEY DATES: Report: Jul 05, Graduate: Jun 06
- c. DESCRIPTION: Educate officers to expertly link strategic and operational considerations with tactical factors in the preparation for and successful conduct of war in support of national policy. Officer receives a Masters degree in Strategic Studies upon graduation.

**2. AIR WAR COLLEGE: (19 seats)**

- a. LOCATION: Maxwell AFB, Alabama
- b. KEY DATES: Report: Jul 05, Graduate: Jun 06
- c. DESCRIPTION: Prepares senior military officers to develop, maintain, and lead the aerospace component of national power to deter conflict and achieve victory in the event of war.

**3. MARINE CORPS WAR COLLEGE: (2 seats)**

- a. LOCATION: Quantico Marine Base, Quantico, VA
- b. KEY DATES: Report: Jul 05, Graduate: Jun 06

c. DESCRIPTION: Attendance at the Marine Corps War College prepares officers for senior command and staff responsibilities. MCWAR instruction emphasizes operational competence, sound military judgment, and strategic thinking.

d. FOLLOW-ON ASSIGNMENT: Every other year, odd years the officer has a two-year follow-on assignment as an instructor at the Marine Command and Staff Course (non-waiverable).

#### **4. NAVAL WAR COLLEGE: (23 seats)**

a. LOCATION: Newport, Rhode Island

b. KEY DATES: Report: Aug 05, Graduate: Jun 06

c. DESCRIPTION: Designed to investigate the political source and implications of military strategy, the economics and managerial aspects of force planning and the implementation of joint operations at the highest level. Officer receives a Masters Degree in National Security & Strategic Studies upon graduation.

#### **5. JOINT ADVANCED WARFIGHTING SCHOOL: (4 seats)**

a. LOCATION: Joint Forces Staff College, Norfolk Naval Base, Norfolk, VA

b. KEY DATES: Report: Aug 05, Graduate: Jun 06

c. DESCRIPTION: Attendance at the Joint Advanced Warfighting School educates joint campaign planners and prepares officers for duty as operational planners on the staff of Combatant Commands. Students earn an MS in Joint Campaign Planning and Strategy and will earn both JPME Phase 1 and 2 credit; the school also counts as either intermediate or senior level war college, depending on the rank of the officer and the nature of the student's thesis. The course has three components: theory and history; strategy and decision making; and operational art. Students are taught in a collaborative information environment.

d. FOLLOW-ON ASSIGNMENT: Upon graduation, graduates will be eligible to fill strategy or campaign planning billets on combatant commander staffs or on the joint staff. The Joint Staff/J1 will work with the Services to code and track assignment of JAWS graduates.

#### **6. INDUSTRIAL COLLEGE OF THE ARMED FORCES: (53 seats)\***

a. LOCATION: Ft. McNair, Washington, DC

b. KEY DATES: Report: Aug 05, Graduate: Jun 06

c. DESCRIPTION: Provides executive education and research within the areas of leadership, resource management, mobilization, joint and combined operations. Under current policy and regulatory requirements, **no Joint Specialty Officer (ASI 3L) can attend**. Additionally, greater than fifty percent of all officers attending must be assigned to a Joint Duty Assignment upon graduation. Officer receives a Masters Degree in National Security & Strategic Studies upon graduation.

**7. NATIONAL WAR COLLEGE: (30 seats)\***

a. LOCATION: Ft. McNair, Washington, DC

b. KEY DATES: Report: Aug 05, Graduate: Jun 06

c. DESCRIPTION: A senior level course of study in national security policy formulation and implementation to prepare officers for high level command and staff responsibilities. Focuses on national strategy and emphasizes a joint, multi-service perspective. Under current policy and regulatory requirements, **no Joint Specialty Officer (ASI 3L) can attend**. Additionally, greater than fifty percent of all officers attending must be assigned to a Joint Duty Assignment upon graduation. Officer receives a Masters Degree in National Security & Strategic Studies upon graduation.

**NOTE:**

- All reporting dates are tentative and could change before class starts.
- Class numbers are approximate, pending final approval by the G-3.

**\* NATIONAL WAR COLLEGE**

**\* INDUSTRIAL COLLEGE OF THE ARMED FORCES**

**The INFORMATION STRATEGIES CONCENTRATION PROGRAM (ISCP)**

Ten students who have been selected to attend either the National War College (NWC) or the Industrial College of the Armed Forces (ICAF) may volunteer or can be nominated by their branch to participate in the Information Resources Management College's Information Strategies Concentration Program (ISCP). In response to the growing importance of information and information technology, the Information Resources Management College of the National Defense University offers an expanded program for the study of the information component of national power.

The “strategic intent” of the Information Strategies Concentration Program (ISCP) is not to teach just the different “information” concepts that are evolving within the DOD today

<sup>1</sup>, but to examine the broader strategic implications of the information revolution and their impact on national security. It starts with the assumption that because of the synergistic developments in information technology and changes in global society, information is both an element of national power and an operational “environment” of increasing criticality to the economist, political leader, and military strategist.<sup>2</sup> This component of power is at work every day, during peace and war, and is used both by and against the United States in the global interplay of nations and non-state actors. The ISCP is not a technical “how to” program, but rather a strategic level exploration of the information age and national security. The ISCP’s mission is to prepare a selected group of National War College and Industrial College of the Armed Forces students--future strategic leaders--to effectively integrate and employ the information component of national power in the development and execution of national military and security strategy.

## **Courses**

Although all of the ISCP’s courses are considered elective within the NDU course structure, several of them could be referred to as “mandatory” electives. In the Fall semester, every student in the ISCP takes the “Foundation” course titled “National Security in the Information Age”, identified as 5400 in the course catalogue. This course is designed to introduce students to the basic concepts and issues surrounding the impact of the information age on national security, and it draws its three themes from the President’s National Security Strategy—information assurance as a key element in strategic efforts to protect critical national infrastructures; the role of information warfare and operations in national military strategy and operations; and the use of public diplomacy and international public information—what Joseph Nye has termed “softpower”—by our national security community in the conduct of international relations. While many incoming students have familiarity with some of the topics and themes in this course, virtually none have experience in all of them.

In the Spring semester, students have a choice of one of three different “track” courses. The first focuses on “softpower” and the role of information in public diplomacy and international public information. The second is “Information Operations in Military Strategy”, which concentrates on the military and IW within the context of a theater campaign plan. The third concentrates on the strategic implications of Information (and infrastructure) Assurance, or IA, as a vital national interest.

Along with the one “foundation” and one “track” course that each student takes, they must take one additional “supporting” elective course from the “menu” of ISCP courses available. This normally encompasses approximately twenty to thirty courses each

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<sup>1</sup> These include Information Warfare, Operations, Assurance, Dominance, and Superiority.

<sup>2</sup> This term—the information component of national power--did not originate at NDU, but can be traced back at least as far as National Security Decision Directive 130, issued by the Reagan administration in 1984, and was a critical element of President’s Reagan’s approach to National Security Strategy.

semester, so there is a very wide and diverse range of choices and interests available. These courses come from all three of the colleges at NDU--the Information Resources Management College, the National War College, and the Industrial College of the Armed Forces--with the common element being that their content in some way examines the role or impact of information.

Two other programs also function as defacto "tracks". One is ICAF's Senior Acquisition Course (SAC) program; students may take both the ISCP and SAC by taking 5400 and one of the three track electives, plus the two SAC electives. The other is the JCLASS program, which also requires two elective courses. NWC students taking the ISCP and JCLASS would take course 5400, two JCLASS electives, their Regional Studies elective, and audit (or take an overload) course 5406, which focuses on IO and the campaign planning process. ICAF students taking JCLASS would take 5400 and 5406 and the two JCLASS electives at ICAF. The inclusion of JCLASS and SAC has been done because of the unique relationships between their content and the role of IT and IO in national security.

### **Research and Writing**

Each student must write a 2000 word study of an information issue related to national security. The issue or topic is entirely up to each individual student, in order to maximize its utility to their personal interests, experience, or future jobs. During the first semester the students develop the topic and draft a research proposal, which explores the issue, resources, thesis, etc. During the second semester they work with the ISCP faculty to complete the study. This paper was noted as a positive experience in virtually every student critique.

For further information, please contact Dr. Dan Kuehl at (202) 685-2257.

### **FELLOWSHIPS**

Fellowships are sponsored by the Army War College with the exception of AOASF as described in paragraph 1 listed below. Officers assigned to Carlisle Barracks, PA with duty at a fellowship will attend the Army War College Orientation at Carlisle Barracks TBD followed by a DCSOPS portion (at the Pentagon, Washington, DC) TBD.

1. **ADVANCED OPERATIONAL ARTS STUDIES (AOASF):** (8 seats US Army, 1 USAF officer, 1 International Officer, 1 USMC officer on alternate years)

**LOCATION:** Ft. Leavenworth, Kansas

**KEY DATES:** Report: 27 Jun 05, Graduate: 24 May 06 (Two year program – PCS in May 2007 for USA, USMC officers)

DESCRIPTION: The AOASF program is an extended course of studies taught in the School of Advanced Military Studies (SAMS).

The intent of this program is to develop theater level senior leaders and general staff officers and prepare AMSP (Advanced Military Studies Program – the major’s course) faculty.

The first year provides a foundation through a comprehensive, multifaceted curriculum focused at the theater-strategic level across the full spectrum of Joint and land force operations--peace, crisis and war. Course studies include military theory, military history, national and military strategy, regional studies, campaign design and contemporary operations. Students conduct extensive travel to U.S. and allied commands in CONUS, Europe, and Asia. Students participate in AMSP instruction, faculty development programs and interact with guest speakers. Fellows conduct independent research into a relevant topic of their choice and write a significant written work based on this research. Fellows may elect to write this paper as a research monograph and be awarded a Masters of Military Arts and Sciences degree.

In the second year, Fellows become members of the SAMS faculty, and are responsible for the education of the majors in the AMSP program. Graduates of the AMSP program provide leaders and general staff officers for all US Army corps and divisions.

PREREQUISITES: (1) Mandatory (2) Desirable

(1) None

(2) 20 years service or less upon entering the course, Corps and/or Division G2, G3, or G4 experience, deployment and operational experience as a battalion commander or senior field grade officer, GWOT operational experience desired.

FOLLOW-ON ASSIGNMENTS: Initial assignment will be at the colonel level in planning and operations positions in theater-strategic level headquarters (EUCOM, SOUTHCOM, PACOM, CENTCOM, SOCOM, STRATCOM, JFCOM, NORTHCOM or TRANSCOM) or Army component-level headquarters (FORSCOM, TRADOC, USAREUR, Eighth Army, or Third Army). Individuals selected for brigade level command will serve their utilization subsequent to command. It is anticipated that graduates of the AOASF program will continue serving in successive assignments as operators, planners, or commanders at the Army, Joint, national or combined levels.

## **2. ATLANTIC COUNCIL OF THE UNITED STATES: (1 seat)**

a. LOCATION: Washington, DC.

Assigned to USASD, Carlisle

b. KEY DATES: Report: Jul 05, Graduate: Jun 06

c. DESCRIPTION: Independent studies and research to investigate a wide variety of political, economic, security and informational programs with the Atlantic Council. Focused on regional areas of interest to the Council such as Europe, North America, Japan, China and Taiwan.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Graduate degree in international relations, political science, or in a related field.

(2) Experience in international relations and a proven ability to write for publication.

e. FOLLOW-ON ASSIGNMENT: OSD, DA or Joint Staff Assignment.

**3. CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES: (1 seat)**

a. LOCATION: Washington, DC.

Assigned to USASD, Carlisle

b. KEY DATES: Report: Jul 05, Graduate: Jun 06

c. DESCRIPTION: Focus on policy oriented research, analysis, and publication concerning emerging nations, and strategic and international problems. Most CSIS research is in foreign or defense policy, strategic and international affairs.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Graduate degree in discipline related to national security, defense policy or international relations.

(2) Staff experience at MACOM or higher level. Demonstrated ability to write for publication.

e. FOLLOW-ON ASSIGNMENT: OSD, DA, or Joint Staff Assignment.

**4. DEFENSE AND ARMS CONTROL STUDIES PROGRAM CENTER FOR INTERNATIONAL STUDIES, MASSACHUSETTS INSTITUTE OF TECHNOLOGY: (1 seat)**

a. LOCATION: MIT, Cambridge, Massachusetts

Assigned to USASD, Carlisle

b. KEY DATES: Report: Jul 05 Graduate: Jun 06

c. DESCRIPTION: Fellow participants in all phases of research and educational program in international security studies. Works with program faculty, graduate students, visitors, and fellows including fellows from other U.S. services. Program involves several working groups, several seminars, frequent lectures by visiting officials and scholars, field trips and opportunity to work with other programs at MIT and nearby universities.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Combat Arms or Military Intelligence with experience in force planning at joint level. Ability to function in graduate program, but technical background not required.

(2) None.

e. FOLLOW-ON ASSIGNMENT: HQDA, Office of Secretary of Defense, or Office of Joint Chiefs of Staff.

**5. GEORGETOWN UNIVERSITY, WALSH SCHOOL OF FOREIGN SERVICE:  
(1 seat)**

a. LOCATION: Georgetown University, Washington, DC

Assigned to USASD, Carlisle

b. KEY DATES: Report: Jul 05, Graduate: Jun 06

c. DESCRIPTION: Concentrated research involving a national security affairs related topic. Participates in graduate seminar programs, foreign policy workshops and other related programs.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Graduate degree in a discipline compatible with international politics, geopolitics, international relations, or national security affairs.

(2) Strategic analytical ability. International relations, diplomacy, or foreign forces assignment. Instructor experience. Foreign Area Officer (48) or Strategist (ASI 6Z).

e. FOLLOW-ON ASSIGNMENT: DA or OSD staff, Embassy, DATT, or Military Assistance assignments. Possible Joint duty.

**6. HARVARD UNIVERSITY, JFK SCHOOL OF GOVERNMENT: (5 seats)**

a. LOCATION: Harvard University, Cambridge, Mass

Assigned to USASD, Carlisle



b. KEY DATES: Report: Jul 05, Graduate: Jun 06

c. DESCRIPTION: Author a major research paper on a topic relevant to national security. Participates in a 2 week Fellows Executive Seminar, designed exclusively for the Fellows, consisting of full-time classes, outside speakers, exercises focusing on national security affairs and public management issues. Audit classes at Harvard, Tufts and MIT.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Graduate degree in a discipline compatible with public management or national security affairs.

(2) Strategic analytical ability. Strong operations and command experience.

e. FOLLOW-ON ASSIGNMENT: Likely HQDA or OSD staff in a strategist or national security position. Possible Joint duty. Minimum of one year utilization upon graduation.

**7. HARVARD UNIVERSITY, MANAGEMENT/LEADERSHIP: (1 seat)**

a. LOCATION: Harvard University, Cambridge, Mass

Assigned to USASD, Carlisle

b. KEY DATES: Report: Jul 05, Graduate: Jun 06

c. DESCRIPTION: Fellows participate in the National Security Fellow Executive Program, with all focus, research and course work in leadership issues. Will be assigned to a personnel/leadership organization to write future leadership doctrine for the Army.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Graduate degree in a social science, or a Personnel Administration related curriculum. Functional Area 41 with strong assignment history in that area.

(2) None.

e. FOLLOW-ON ASSIGNMENT: Mandatory follow-on assignment to Center for Army Leadership (CAL), FT Leavenworth, KS.

**8. HOOVER INSTITUTE ON WAR, REVOLUTION, AND PEACE, STANFORD UNIVERSITY: (1 seat)**

a. LOCATION: Stanford University, Palo Alto, California

Assigned to USASD, Carlisle

b. KEY DATES: Report: Jul 05, Graduate: Jun 06

c. DESCRIPTION: Integrated into the National Fellows Program at the Institute. Research designed in becoming influential or in having decision making impact on public policy issues relating to domestic and international affairs. Author a major research paper on a topic relevant to national security.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Graduate degree in international relations, political science or related discipline.

(2) PHD in related area. Prior record of publication.

e. FOLLOW-ON ASSIGNMENT: HQDA, OSD, or Joint Staff Assignment.

**9. INTRAGOVERNMENTAL FELLOWSHIP; CENTRAL INTELLIGENCE AGENCY:**

**(1 seat)**

a. LOCATION: CIA Headquarters, Langley, VA

Assigned to USASD, Carlisle

b. KEY DATES: Report: Jul 05, Graduate: Jun 06

c. DESCRIPTION: Conduct research and undergo directed organizational assignments within CIA HQ as well as other CIA elements in the Washington area (Intelligence, Science and Technology, Operations). Will become Army's expert on CIA methodologies, procedures and relationship to US military and strategic planning/operations.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Military Intelligence Branch. Pass an exhaustive battery of polygraph and other exams prior to qualification (normally several officers are nominated). Staff experience at MACOM or higher staff level. The DCSINT will approve final selectee.

(2) Graduate degree in discipline with link to intelligence field, such as geography, sociology, computer science, international relations, or economics.

e. FOLLOW-ON ASSIGNMENT: Intelligence related assignment at DA, OSD, Joint Staff, combined headquarters, or USSOCOM.

**10. JOINT CENTER FOR POLITICAL AND ECONOMIC STUDIES: (1 seat)**

a. LOCATION: Washington, DC

Assigned to USASD, Carlisle

b. KEY DATES: Report: Jul 05, Graduate: Jun 06

c. DESCRIPTION: Conducts research in a wide range of public policy issues. Exchanges views with diverse group of scholars, public officials, community and corporate leaders, especially those from minority communities, in what represents a unique link in DOD public communications. Plans and conducts a major research study, attends all forums, and organizes one public policy forum where a fellow's study is featured.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Graduate degree in social science related area, business administration, or operational research. Selectee must be approved by the Assistant Secretary of Defense (Force Management and Personnel).

(2) None.

e. FOLLOW-ON ASSIGNMENT: OSD, DA or Joint Staff Assignment.

**11. NAVAL POST GRADUATE SCHOOL CENTER FOR THE STUDY OF POLITICAL VIOLENCE: (1 seat)**

a. LOCATION: Monterey, California

Assigned to USASD, Carlisle

b. KEY DATES: Report: Jun 05, Graduate: Jun 06

c. DESCRIPTION: Fellow will pursue a major research topic that focuses on a historical or contemporary issue of interest and importance to the Special Operations community. Original field work is strongly encouraged. Upon completion of the research project, the results will be distributed to relevant elements of the academic and national security communities. In selected cases, the fellow's research will result in a major briefing. The Center will assist fellow in finding a suitable forum for research.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Special Operations Branch. Member of the Army Special Operations community with command or joint/combined Special Operating Forces staff experience. Must possess a TOP SECRET security clearance.

(2) Masters Degree from an accredited college/university.

e. FOLLOW-ON ASSIGNMENT: Fellow will fill a validated MEL 1 position which utilizes experience and knowledge obtained from the fellowship.

**12. QUEEN'S UNIVERSITY VISITING DEFENSE FELLOW, CENTER FOR INTERNATIONAL RELATIONS: (1 seat)**

a. LOCATION: Queen's University, Kingston, Ontario, Canada

Assigned to USASD, Carlisle

b. KEY DATES: Report: Jul 05, Graduate: Jun 06

c. DESCRIPTION: Affiliated with the Center for International Relations. Conducts independent, national security related research, in close cooperation with members of the academic staff, which operates as a continuing workshop. There will be structured requirements and a research paper requirement for publication.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Graduate degree in international relations, foreign affairs, political science, strategic studies, political geography, or international economics.

(2) Be familiar with US national security, strategy, and policy as they apply to NATO and the Western Alliance. ASI 6Z Strategist. Combat Arms officer.

e. FOLLOW-ON ASSIGNMENT: DA, OSD, or Joint staff assignment possible. European or NATO staff.

**13. TUFTS UNIVERSITY, FLETCHER SCHOOL OF LAW AND DIPLOMACY: (1 seat)**

a. LOCATION: Tufts University, Medford, Mass

Assigned to USASD, Carlisle

b. KEY DATES: Report: Jul 05, Graduate: Jun 06

c. DESCRIPTION: Utilizing courses and seminars, offers a realistic comprehension of vital roles of international security considerations in US foreign policy. Deals with aspects of security affairs including military strategy, role/use of military power, nuclear strategy, arms control, NATO/alliance policies. Program addresses crisis management, intelligence policy and activities, terrorism, and low intensity conflict. Conferences, lectures and seminars will be available.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Graduate Degree.

(2) ASI 6Z Strategist. Command and strong operations experience. Interest and background in Special Operations/Low Intensity Conflict (SO/LIC).

e. FOLLOW-ON ASSIGNMENT: OSD, DA or Joint Staff Assignment.

**14. UNITED STATES INSTITUTE OF PEACE: (1 seat)**

a. LOCATION: Washington, DC

Assigned to USASD, Carlisle

b. KEY DATES: Report: Jul 05, Graduate: Jun 06

c. DESCRIPTION: Fellows will have the opportunity to participate in various programmatic activities such as round tables, conferences, working groups, seminars, and training programs designed to develop a broad-based understanding of international security, peace and conflict management from multiple perspectives, and the myriad of actors involved in formulating policy, doctrine, and operations directed by the U.S. leadership.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Masters Degree related to international relations, political science, international politics, public policy, or national security affairs. Interest and experience in political-military affairs, international security affairs, or public issues.

(2) Command and operation experience. Strong strategic and analytical ability, and demonstrated ability to conduct individual research, combined, joint or MACOM staff experience dealing with strategy, regional security, or other national security matters.

(2) Experience in peace operation activities.

(2) Strategist (6Z)

FOLLOW-ON ASSIGNMENT: HQDA, Office of Secretary of Defense; Joint staff, or U.S. Army Peacekeeping Institute.

**15. UNIVERSITY OF TEXAS (AUSTIN) INSTITUTE OF ADVANCED TECHNOLOGY(IAT) (MODELING AND SIMULATION): (2 seats)**

a. LOCATION: University of Texas, Austin, TX

Assigned to USASD, Carlisle

b. KEY DATES: Report: Jul 05, Graduate: Jun 06

c. DESCRIPTION: Fellows pursue a one year program in affiliation with the U.S. Army War College to broaden the experience and academic understanding in the techniques of successful long-range strategic business planning, with particular emphasis on successfully dealing with agencies and people outside the Army essential to the future success of the Army through the use of modeling and simulation. This will be accomplished through an integrated program of formal university courses, specialized seminars, guest lecture series, and completion of a formal research project with an advanced modeling and simulation focus.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Graduate Degree in appropriate field of study. Interest and experience in strategic planning, force development and long range planning.

(2) Command and operations experience.

(2) Strong strategic and analytical ability, and demonstrated capability to conduct research.

(2) Combined, Joint, or MACOM staff experience dealing with strategy, arms control, regional security, or other national security matters.

e. FOLLOW-ON ASSIGNMENT: OSD-Office of the: Director Defense Research & Engineering; Asst Sec Def (Spec Ops & LIC); Under Sec Def (Prog Analysis & Eval); Director Operational Test & Eval: J3-Operations Directorate; J6-C4 Systems Directorate; J8-Force Structure, Resources, and Assessment Directorate; DISC4; ODCSLOG-Directorate of Trans Energy & troop Support; Directorate for plans, Operations & Logistics Automation; US Army Logistics Integration Agency; ODCSOPS-Army Modeling and Simulation Office; Force Development Directorate; ODCSPER-Plans Division; Military Strength Analysis & Forecasting Division; Officer Division; ODCSINT; Military, Special and Executive Assistants.

**16. UNIVERSITY OF TEXAS (AUSTIN) CENTER FOR PROFESSIONAL DEVELOPMENT AND TRAINING (CPDT) (Acquisition): (5 seats)**

a. LOCATION: Austin, Texas

Assigned to USASD, Carlisle

b. KEY DATES: Report: Jul 05, Graduate: Jun 06

c. DESCRIPTION: Fellows pursue a one year, acquisition technology specialized program in affiliation with the U.S. Army War College focusing on research and study related to the Army Critical Technologies outlined in the Army Technical Base Master Plan and the DOD Critical Technologies Plan. The Studies will include national security issues, national objectives, strategic studies and the industrial base as it is related to the Army and defense industry. Participants will attend the AWC and HQDA orientation. Each Fellow will complete a research project with an acquisition focus.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Army Acquisition Corps Officer (ASI 4M or 4Z), graduate degree.

(2) Graduate degree in engineering, operations research, physics, or computer science.

(2) Prior exposure to procurement, project management, engineering or research area; supervision of personnel to technical areas.

e. FOLLOW-ON ASSIGNMENT: Office of the Chief of Staff for Operations and Plans; Army Materiel Command; STRICOM, Program Managers, Research Directors, Army Acquisition Corps.

#### **17. Secretary of Defense Corporate Fellows Program: (2 Seats)**

a. Location: To be determined

Assigned to USASD, Carlisle

b. Key dates: Report: Jul 05, Completed: Jun 06

c. Description: The proponent/sponsor of these programs is the Office of the Secretary of Defense (Net Assessment). Fellows will spend approximately eleven months with a private business corporation. Fellows are placed with civilian corporations, typically working at the highest management levels, to gain a better appreciation of how they thrive in an era demanding the ability to effectively manage rapid change, as well as how revolutionary changes in information and other technologies are influencing American society and business. Fellows determine how these changes will affect the culture and operation of DoD over the next few decades and what skills are required to address these matters. Participating corporations are located throughout the continental United States and possibly overseas. Types of business sectors include information technology and communications; research and development; defense contracting; logistics; energy; biotechnology; manufacturing; banking and investment; and business management. Based on career background, Master's degree and preference, Fellows are assigned by PERSCOM to a specific corporation and location identified to the OSD. At the conclusion of the assignment each member of the SDCFP submits an individual final report to the Secretary of Defense. The group as a whole provides a combined briefing to

the Secretary of Defense, Deputy Secretary, Service Secretaries and Chiefs, as well as other senior OSD and Service officials.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Master's Degree or higher. Ability to conduct research into areas of national security policy.

(2) Master's Degree or higher in business, national security studies, political science, economics, engineering or other technical areas. Experienced practitioner who will continue to play an active role in national security issues. Demonstrated ability to write and speak effectively on national security and defense policy topics. Experience on HQDA, Joint, combined, OSD, or MACOM staff.

e. Utilization/Follow-on Assignment: Under Sec Def (Acquisition, Technology and Logistics); Assistant Sec Def (Strategy and Requirements) or (Command, Control, Communications and Intelligence); Asst Sec Def (Spec Ops & LIC); Under Secretary of Defense for Policy or Personnel Readiness; Director, Operational Test & Eval; Director, Program Analysis and Eval; J-3 Operations Directorate; J-4 Director for Logistics; J-5 Strategic Plans and Policy Directorate; J-8 Force Structure, Resources, and Assessment Directorate; ASA(ALT); Army Staff - Directorate of Strategy, Plans and Policy; Resource Analysis & Integration Office; Force Development Directorate; ODCSLOG; ODCSPER - Plans Division; Military Strength Analysis & Forecasting Division; Officer Division; ODCSINT; Army Materiel Command; Military, Special and Executive Assistants; CSA staff group; Major Command Headquarters Staffs; CINC Staffs.

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**Secretary of Defense**

**Corporate Fellows Program Sponsors**

**2005-2006**

**2004-2005**

SRA International, Inc.



**2003-2004**

AMGEN, Inc. (Pharmaceutical) Thousand Oaks, CA

Northrop Grumman ESSS Lithicum, MD

**2002-2003**

AMGEN, Inc. (Pharmaceutical) Thousand Oaks, CA

Boeing Phantom Work St. Louis, MO or

Seal Beach, CA

FEDEX Memphis, TN

Pricewaterhouse Coopers, LPC Arlington, VA

Southern Company Atlanta, GA

Sun Microsystems, Inc. Palo Alto, CA

Veritas Capital (Raytheon Aerospace) Madison, MI

**2001-2002**

American Management Systems Fairfax, VA

Cisco Systems, Inc. San Jose, CA

Merck & Company, Inc. Whitehouse Station, NJ

Oracle Corporation Reston, VA

United Technologies Corporation East Hartford, CT

Sears, Roebuck & Company Hoffman Estates, IL

3M St. Paul, MN

**2000-2001**

ABB Transmission & Distribution Raleigh, NC

Agilent Technologies Santa Clara, CA

Accenture Northbrook, IL

Caterpillar, Inc. Peoria, IL

Enron Corporation Houston, TX

Human Genome Sciences, Inc. Rockville, MD

Northrop Grumman ESSS Lithicum, MD

**1999-2000**

Citicorp New York, NY

Federal Express Corporation Memphis, TN

Lockheed Martin Mission Systems Gaithersburg, MD

McKinsey & Company, Inc. Houston, TX

Sarnoff Corporation Princeton, NJ

Sun Microsystems, Inc. Palo Alto, CA

**1998-1999**

Boeing Company Seattle, WA

Caterpillar, Inc. Peoria, IL

Cisco Systems, Inc. San Jose, CA

Netscape Communications Corporation Mountain View, CA

PricewaterhouseCoopers, LLP Fairfax, VA

Raytheon Systems Company Garland, TX

**1997-1998**

Andersen Consulting Northbrook, IL

DirecTV El Segundo, CA

Mobil Corporation Fairfax, VA

Northrop Grumman ESSD Lithicum, MD

Sears, Roebuck and Company Hoffman Estates, IL

Southern Company Atlanta, GA

**1996-1997**

American Management Systems, Inc. Fairfax, VA

Cable News Network Atlanta, GA

Citibank, NA New York, NY

McDonald Douglas Aerospace St. Louis, MO

Microsoft Corporation Redmond, WA

David Sarnoff Research Center Princeton, NJ

**1995-1996**

Hewlett-Packard Corporation Palo Alto, CA

Lockheed Martin Corporation Bethesda, MD

Loral Federal Systems Gaithersburg, MD

Oracle Government Herndon, VA

Northrop Grumman Analysis Center Arlington, VA

